



February 27, 2015

To: Executive Board

Subject: **Foothill Transit Succession Policy**

Recommendation

Adopt the proposed Foothill Transit Succession Policy.

Analysis

Foothill Transit's succession policy ensures that the organization's critical leadership function continues with minimal or no disruption in the event of a planned or unplanned absence of the Executive Director.

Foothill Transit's Succession Plan (**Attached**) reflects a proactive approach to the training and development of the individuals who could assume leadership of the organization in the temporary or long-term absence of the Executive Director. The proposed policy reflects the organization's preparation for a planned or unplanned change in Foothill Transit leadership. This policy lays out acting and interim executive leadership while the Executive Board undertakes the senior leadership replacement process.

Budget Impact

There is no budget impact.

Sincerely,

A blue ink signature of Matt Mumford, written in a cursive style.

Matt Mumford
Director of Human Resources
& Risk Management

A blue ink signature of Doran J. Barnes, written in a cursive style.

Doran J. Barnes
Executive Director

Attachment



Succession Policy

A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is the policy of Foothill Transit to be prepared for an eventual permanent change in leadership – either planned or unplanned – to ensure the stability and accountability of Foothill Transit until new permanent leadership is identified. The Executive Board shall be responsible for implementing this policy and its related procedures.

It is also the policy of the Board to assess the permanent leadership needs of Foothill Transit to help ensure the selection of a qualified and capable leader who is representative of the community; a good fit for Foothill Transit's mission, vision, values, goals, and objectives; and who has the necessary skills for Foothill Transit. To ensure that Foothill Transit's day-to-day operations are not interrupted while the Executive Board assess the leadership needs and recruits an Executive Director, the Board will appoint interim executive leadership.

The Acting Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to: reports due, contracts, licenses, certifications, memberships, obligations to funders of Foothill Transit, and others. The Acting Executive Director and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the search committee according to the guidelines established for the search and recruitment process.

The Foothill Transit Executive Director will from time to time be absent from his or her position to attend conferences, vacation, leave of absence, or illness, etc., and will therefore relinquish authority and not responsibility to the Deputy Executive Director. If the Deputy Executive Director is unavailable for any reason, then leadership will follow the succession order listed below:

- Director of Customer Service and Operations
- Director of Finance
- The next Director based upon seniority.

In the event that the Executive Director of Foothill Transit becomes mentally or physically incapable of performing his functions and duties with reasonable accommodation and such incapacity lasts for more than six months, the Executive Board may terminate the Executive Director. In addition, the Executive Director may resign his or her position or leave the position permanently.

If any of the aforementioned events occurs, then the Executive Board shall do the following to appoint an Acting Executive Director:

- The Temporary Succession list will be followed until the Foothill Transit Executive Board directs otherwise in writing.
- Within fifteen (15) business days, the Executive Board will appoint a Transition Committee, in the event that a permanent change in leadership is required. This committee shall be comprised of at least two members of the Executive Board. It shall be the responsibility of the transition committee to implement the following transition plan:
 - Communicate with key stakeholders regarding actions taken by the Board in naming an interim successor, appointing a Transition Committee, and implementing the succession policy. Foothill Transit shall maintain a current list of key stakeholders who must be contacted, such as lenders and investors of Foothill Transit, government agencies, etc.
 - Consider the need for consulting assistance (*i.e.*, transition management or executive search consultant) based on the circumstances of the transition.
 - Review Foothill Transit's business plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
 - Establish a time frame and plan for the recruitment and selection process.
 - Refer to Introduction and Employment Status in the Employee Handbook for additional procedures.
 - The Board should use similar procedures in case of an executive transition that simultaneously involves the Executive Director and other key management. In such an instance, the Board may also consider temporarily subcontracting some of the organizational functions from a trained consultant or other organizations.

As part of the preparation process for succession, Foothill Transit shall provide appropriate opportunities for executive training including:

- Leadership APTA
- Eno Center for Transportation Senior Leadership Training
- MAP Management Training
- Dale Carnegie Training
- MBA, Masters or other graduate degree through the Foothill Transit Tuition Reimbursement Policy
- Industry engagement at the state and local levels

These training activities as well as other training scenarios create development opportunities for advancement within Foothill Transit.

DRAFT

